

MEMORANDUM FOR: All Supervisors, Supply Division
 SUBJECT : Supervisory Relations with Employees


DATE: 11 March 1954

1. The information produced below came to the attention of staff members in the Office of the Acting Chief, and is reproduced as a "rule-of-thumb" sketch for supervisors' guidance in working relations with their employees. This material is commended to all supervisors as being worthy of occasional review, reflection and implementation.

<u>Things that Destroy Morale</u>	<u>Effect on Employees</u>	<u>Suggestions for Improvement</u>
1. Showing favoritism or prejudice.	Loss of confidence and loyalty. Resentment.	Be impartial. Play no favorites.
2. Supervisor ignorant of his job.	Loss of respect and confidence.	Study training needs and develop your employees.
3. Driving instead of leading, or use of threats.	Lack of cooperation. Poor results.	Be firm but considerate. Set a good example in all things.
4. Public criticism. Tactlessness in correcting mistakes.	Creates antagonism. Destroys initiative.	Remember it is human to make mistakes. Discuss and correct privately.
5. Lack of patience.	Discourages subordinates. Hinders achieving desired results.	Develop self-control. Put yourself in other's place.
6. "Passing the buck". Shirking responsibility.	Loss of respect creates contempt.	Fully assume responsibility. Take the blame, if due. Never pass the buck.
7. Over-bearing, "high-hat" supervision. Unapproachable.	Creates uneasiness, uncertainty and resentment.	Be human and reasonable, natural and friendly.
8. Unwilling to take suggestions.	Kills initiative. Loses benefit of valuable ideas.	Be receptive. Encourage constructive thinking.
9. Ignoring complaints.	Perpetuates discord.	Adjust grievances promptly.
10. Failure to give credit. Taking credit when not due.	Lack of incentive kills initiative and cooperation.	Give credit when due. Commend good work.
11. Lack of consideration or interest in subordinates.	Breeds indifference towards the job.	Always think of the employee's welfare. Be human.

2. Remember our operation can only be as good as we make it.

FOR THE ACTING CHIEF, SUPPLY DIVISION:


 Asst. to the Chief,
 Supply Division

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